

International Human Resource Management

More and more companies are conducting their business in other countries. Huge global companies like Siemens, Volkswagen, and Bosch have long had extensive overseas operations. Global changes such as the rapid development of demand in other areas of the world means that business success depends on the ability to market and manage overseas. Of course, to foreign companies like Toyota, Germany is “overseas,” and thousands of foreign firms already have thriving operations in Germany. Increasingly, companies must be managed globally, which confronts managers with several challenges.

- IHRM encompasses:
- ‘. . . the worldwide management of people in the multinational enterprise’ (Poole, 1990; p1)
- ‘. . . human resource management in an international environment . . . problems created in an MNC performing business in more than one country, rather than those posed by working for a foreign firm at home or by employing foreign employees in the local firm’ (Briscoe and Schuler, 2004; p1)
- ‘. . .how MNCs manage their geographically dispersed workforce in order to leverage their HR

resources for both local and global competitive advantage' (Scullion, 2005; p5)

- '... a branch of management studies that investigates the design of and effects of organizational human resource practices in cross-cultural contexts' (Peltonen, 2006; p523)
- '... all issues related to the management of people in an international context [including] human resource issues facing MNCs in different parts of their organisations [and] comparative analyses of HRM in different countries' (Stahl and Björkman, 2006; p1)
- '... complex relationship between globalisation, national systems and companies [which provides us with] three distinct "levels of analysis" for interpreting and understanding HRM strategies and practices [the globalisation effect, the regional and national effect, and the organisation effect]' (Edwards and Rees, 2008; p22) '... the subject matter of IHRM [must be] covered under three headings: cross-cultural management; comparative human resource management; and international human resource management' (Brewster et al, 2007, p5)
- '... how MNCs manage the competing demands of ensuring that the organisation has an international coherence in and cost-effective approach to the way it manages its people in all the countries it covers, while also ensuring that it can be

responsive to the differences in assumptions about what works from one location to another’ (Dickmann et al, 2008; p7)

- ‘... the ways in which the HRM function contributes to the process of globalisation within multinational firms’ (Sparrow and Braun, 2008; p96)
- ‘... the implications that the process of internationalisation has for the activities and policies of HRM’ (Dowling et al, 2008; p293).

Thursday, 10:00 – 11.30

Lecturer: Prof. Dr. Bernhard Schellberg

Language: English

Semester Hours: 2

Lecture Hall: D0214

Course Assessment:

Short Presentation (15 min.)

plus Final Exam (30 min.)

Workload: 75 hours

ECTS: 3 CP